



## City of Ketchum

October 11, 2021

Mayor Bradshaw and City Councilors  
City of Ketchum  
Ketchum, Idaho

Mayor Bradshaw and City Councilors:

### **Recommendation To Approve Contract #22012**

#### Recommendation and Summary

Staff is recommending the Council approve Contract #22012 and authorize an expenditure not to exceed \$25,000 by adopting the following motion:

**"I move to accept Contract #22012 and authorize an expenditure not to exceed \$25,000 for Strategic Parking Consulting Services."**

The reasons for the recommendation are as follows:

- Consulting services are necessary to assist with updating the Downtown Parking Plan
- Consultant has diverse experience as it pertains to industry best practices with other mountain/resort communities
- Exhibit A outlines proposed tasks to be completed

#### Introduction and History

Dixon Consulting has significant experience with other mountain/resort communities as well as with LPR technologies. Dixon will assist the city through (1) continued analyzation of LPR baseline results; (2) assist with public and stakeholder outreach regarding key issues; and (3) provide policy recommendations resulting in an updated Downtown Parking Plan.

As the downtown core continues to develop, there is a need to implement additional parking best practices (e.g. custom block-by-block durations, residential parking permit, etc). The cornerstone of any successful public parking system is real time data to inform the best solution. Earlier this spring, the City Council approved acquisition of the License Plat Recognition Technology (LPR) to enable efficient and accurate parking data collection in the downtown vicinity. Previously, the city utilized "point in time" counts that were manually captured from observation. This is a very labor-intensive effort and does not account for seasonal or hourly fluctuations. Over the last several years, license plate recognition technology has seen a significant increase in utilization as a best practice tool for public parking management. This new technology allows for real time data that indicate block-by-block parking availability, duration, and turnover ratio. This data allows for the city to set block-by-block maximum amounts that make the most sense based on historical data. The overall goal is to have the proper range of parking availability.

#### Sustainability

A well-managed public parking system decreases the instances of vehicular miles due to individuals circling blocks looking for parking availability. National best practice is to ensure each city block has adequate parking availability (on average less than 85% occupancy).

#### Financial Impact

Professional Services Funds exist for this contract in the approved FY22.

#### Attachments

Contract #22012

Exhibit A Scope of Work

## INDEPENDENT CONTRACTOR AGREEMENT #22012

THIS AGREEMENT made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2020, by and between the CITY OF KETCHUM, IDAHO, a municipal corporation (hereinafter referred to as "Ketchum") and Dixon Resources Unlimited. (hereinafter referred to as "Contractor").

### FINDINGS

1. Ketchum is a municipal corporation duly organized and existing under the laws of the State of Idaho.
2. Contractor will provide services to the City of Ketchum consistent with the services identified in Attachment A.
3. Pursuant to Idaho Code §§ 50-301 and 50-302, Ketchum is empowered to enter into contracts and take such steps as are reasonably necessary to maintain the peace, good government and welfare of the City.
4. Contractor desires to enter into an Agreement with Ketchum to provide such services all as hereinafter provided.

NOW, THEREFORE, the parties hereto covenant and agree as follows:

1. **SERVICES RECEIVED.** Contractor agrees to provide those services described in Attachment A. Contractor shall be responsible for all associated taxes, workers compensation and other related expenses.
3. **TERM.** The term of this Agreement shall commence on the date the Agreement is signed and shall terminate September 30<sup>th</sup>, 2022.
5. **CONSIDERATION.** In consideration for providing the services as herein provided, Ketchum agrees to pay to Contractor the total sum of not to exceed \$25,000 scope of work and will reflect number of hours completed by applicable billing rates listed in attachment A.

All invoices shall be paid by the City within sixty (60) days of receipt of proper invoice. Uncontested invoices paid after sixty days may be subject to a 1.5% per month late charge applied to the outstanding balance, including late charges.

7. **INDEPENDENT CONTRACTOR RELATIONSHIP:** Contractor is not an employee, servant, agent, partner, or joint venture of the City. The City shall determine the work to be done by Contractor, but Contractor shall determine the legal means by which it accomplishes the work specified by the City. This Agreement shall not be construed to create any employer-employee relationship between the City and Contractor.
8. **RECORDS ACCESS AND AUDITS:** Contractor shall maintain complete and accurate records with respect to costs incurred and hours expended under this Agreement. All such records shall be

maintained according to generally accepted accounting principles, shall be clearly identified, and shall be readily accessible. Such records shall be available for review by the City representatives for three (3) years after final payment. Copies shall be made available to the City upon request.

9. **FEDERAL, STATE, AND LOCAL PAYROLL TAXES:** Neither federal, state, or local income taxes nor payroll taxes of any kind shall be withheld and paid by the City on behalf of Contractor or the employees of Contractor. Contractor shall not be treated as an employee with respect to the services performed hereunder for federal or state tax purposes. Contractor understands that Contractor is solely responsible to pay, according to law, Contractor's income tax. Contractor further understands that Contractor may be liable for self-employment (Social Security) tax to be paid by Contractor according to law.
10. **LICENSES AND LAW:** Contractor represents that it possesses the requisite skill, knowledge, and experience necessary, as well as all licenses required, if any, to perform the services under this Agreement. Contractor further agrees to comply with all applicable laws, ordinances, and codes of federal, state, and local governments in the performance of the services hereunder.
11. **FRINGE BENEFITS:** Because Contractor is engaged in its own independently established business, Contractor is not eligible for and shall not participate in any employee pension, health, or other fringe benefit plans of the City.
12. **WORKER'S COMPENSATION:** Contractor shall maintain in full force and effect worker's compensation and employer's liability insurance for Contractor and any agents, employees, and staff that Contractor may employ, and provide proof to the City of such coverage or that such worker's compensation insurance is not required under the circumstances.
13. **EQUIPMENT, TOOLS, MATERIALS, OR SUPPLIES:** Contractor shall supply, at its sole expense, all equipment, tools, materials, and/or supplies to accomplish the services to be provided herein.
14. **PROPRIETARY RIGHTS:** All data, materials, reports, maps, graphics, tables, memoranda, and other documents or products developed under this Agreement whether finished or not shall become the property of the City, shall be forwarded to the City at its request, and may be used by the City for any business or municipal purpose. The City agrees that if it uses products prepared by Contractor for purposes other than those intended in this Agreement, it does so at its sole risk.
15. **CONFIDENTIALITY:** Contractor agrees to maintain confidentiality of all work product produced under this Agreement, including both interim and draft, materials, reports, maps, graphics, tables, memoranda, and other documents unless and until the City signifies its written approval that such work product may be published as final work product subject to the public records laws of the state of Idaho. The City reserves the right to distribute the final work product as it sees fit provided that Contractor may use final reports as approved and adopted by the Ketchum City Council in the marketing of its firm.
16. **GENERAL ADMINISTRATION AND MANAGEMENT:** The City Administrator or his/her designee shall be the City's representative and shall oversee and approve all services to be performed,

coordinate all communications, review and approve all invoices, and carry out any and all tasks as may be required under this Agreement.

17. **CHANGES:** The City reserves the right to makes changes from time to time in the scope of services to be performed hereunder. Such changes, including any increase or decrease in Contractor's compensation, which are mutually agreed upon by and between the City and Contractor, shall be incorporated in written amendments to this Agreement.
18. **AMENDMENTS:** This Agreement may be amended only in writing upon mutual agreement of both the City and Contractor.
19. **NOTICES.** All notices to be served pursuant to this Agreement or which are served with regard to this Agreement shall be sent by general mail to the parties at the following addresses:

City Administrator  
City of Ketchum  
Post Office Box 2315  
Ketchum, ID 83340

Julie Dixon  
Dixon Resources Unlimited  
3639 Midway Drive B345  
San Diego, CA 92110

20. **DISCRIMINATION PROHIBITED:** In performing the services required herein, Contractor agrees not to discriminate against any person on the basis of race, color, religion, sex, national origin or ancestry, age, or handicap. Violation of this section shall constitute a material breach of this Agreement and deemed grounds for cancellation, termination, or suspension of the Agreement by the City, in whole or in part, and may result in ineligibility for further work for the City.
21. **TERMINATION.** Notwithstanding any contrary provision of this Agreement, either party may terminate this Agreement effective upon thirty (30) days written notice to the other for any reason or no reason. In addition, the parties agree that in the event Contractor refuses or is unable to provide the services set forth hereinabove, the same shall constitute a default under the terms of this Agreement, and that Ketchum shall have the power to terminate this Agreement upon two (2) days' written notice to Contractor. Furthermore, this Agreement shall be terminable by Ketchum upon five (5) days' written notice if Contractor is adjudicated bankrupt, or subject to the appointment of a receiver, or has any of its property attached, or becomes insolvent, or is unable to pay its debts as the same become due. Upon termination, the Contractor shall be paid for all undisputed services performed to the termination date. No refund of funds paid shall occur if the Agreement is terminated.
22. **NONASSIGNMENT.** This Agreement, in whole or in part, shall not be assigned or transferred by Contractor to any other party except upon the prior written consent of Ketchum and approved by the Ketchum City Council.
23. **INSURANCE:** Contractor agrees to obtain and keep in force during its acts under this Agreement a professional liability insurance policy with coverage limits over \$1,000,000.00 per occurrence. Certificate of proof of insurance will be provided to the City. Contractor shall provide proof of coverage as set forth above to the City before commencing its performance as herein provided and shall require insurer to notify the City ten (10) days prior to cancellation of said policy. Deliver certificates of insurance and endorsements

required by this Article to:

City of Ketchum  
Attn: City Administrator  
PO Box 2315  
Ketchum, ID 83340

24. **NONWAIVER:** Failure of either party to exercise any of the rights under this Agreement or breach thereof shall not be deemed to be a waiver of such right or a waiver of any subsequent breach.
25. **APPLICABLE LAW:** Any dispute under this Agreement or related to this Agreement shall be decided in accordance with the laws of the state of Idaho.
26. **SEVERABILITY:** If any part of this Agreement is held unenforceable, the remaining portions of the Agreement will nevertheless remain in full force and effect.
27. **ATTORNEY FEES:** Should any litigation be commenced between the parties hereto concerning this Agreement, the prevailing party shall be entitled, in addition to any other relief as may be granted, to costs and reasonable attorney fees as determined by a court of competent jurisdiction. This provision shall be deemed to be a separate contract between the parties and shall survive any default, termination, or forfeiture of this Agreement.
28. **EFFECTIVE DATE:** The effective date of this Agreement shall be the day this Agreement is signed by the City.
29. **SUCCESSORS IN INTEREST:** The provisions of this Agreement shall be binding upon and shall inure to the benefit of the parties hereby and their respective successors and assigns.
30. **CONFLICT OF INTEREST:** Contractor shall disclose any conflict of interest to the City that may arise or exists with any of Contractors current or former employers, clients, contractors, or the like of or regarding any work, information, data, that may relate to the subject matter whether it is within the Contractor's scope of work or not. In the event a conflict of interest is identified, Contractor shall immediately disclose the conflict and the City may, in its sole discretion determine that this Agreement will terminate or agree to measures to address the conflict and limit Contractor's scope of work to avoid the conflict. Failure to promptly disclose a conflict of interest constitutes Contractor's breach of this Agreement.
31. **HOLD HARMLESS AGREEMENT.** The Contractor agrees, to the fullest extent permitted by law, to indemnify and hold harmless Ketchum, its officers, directors, and employees (collectively, Ketchum) against all damages, liabilities or costs, including reasonable attorneys' fees and defense costs, to the extent caused by the Contractor's negligent performance of professional services under this Agreement and that of its subconsultants or anyone for whom the Contractor is legally liable.

Neither Ketchum nor the Contractor shall be obligated to indemnify the other party in any manner whatsoever for the other party's own negligence or for the negligence of others.

32. **ENTIRE AGREEMENT.** This Agreement contains the entire agreement between the parties hereto and shall not be modified or changed in any manner, except by prior written agreement executed by the parties hereto. If any term or provision of this Agreement or application thereof shall be declared invalid or unenforceable by a court of competent jurisdiction, the remainder of this Agreement shall not be affected thereby and shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed on the day and years first written above.

DIXON RESOURCES UNLIMITED

CITY OF KETCHUM

By

---

Julie Dixon, Owner

By

---

Neil Bradshaw  
Mayor

ATTEST:

By

---

Tara Fenwick, City Clerk

# Proposal for Additional Parking Consultant Services

To: Jade Riley, City of Ketchum  
From: Dixon Resources Unlimited  
Date: October 8, 2021  
Subject: Additional Parking Consultant Services for the City of Ketchum

---

## Proposed Scope of Work

Dixon Resources Unlimited (DIXON) is pleased to submit this proposal to provide parking consultant services to the City of Ketchum (City). Our uniquely qualified firm specializes in supporting municipal parking and mobility programs across the country, consistently proving our ability to identify and implement operations, management, and technology recommendations to transition municipal parking operations to long-term, sustainable programs.

The DIXON team is adaptive to the City's needs. We will work the City and, based upon the evolution of the project, we will adjust our deliverables to ensure ongoing alignment with project goals and overall project plan priorities.

## Menu of Additional Parking Consultant Services

### Task 1. Project Management

DIXON will engage City staff throughout the duration of the project to support a collaborative project management approach. Task 1 includes costs to support the project kickoff meeting, background/existing conditions research, and ongoing project management.

#### Task 1. Deliverables

- DIXON will assign a dedicated Project Manager to serve as the single point of contact for overall communications and project coordination with the City.
- DIXON will conduct a virtual project kickoff meeting in order to prioritize objectives and tasks, finalize the schedule, and request background data from the City.
- In coordination with City staff, DIXON will obtain all relevant data to assist with the project including, but not limited to, previous studies, staffing reports, City Council agenda reports, existing vendor agreements, and existing parking management strategies, as applicable.
- In coordination with the City, DIXON will finalize the project schedule and the anticipated project completion date.
- DIXON will conduct bi-weekly project meetings for the duration of the project. During each meeting, DIXON will provide a project overview and status, highlight problems and corrective measures, and present next steps.



## **Task 2. Operational Needs Assessment**

The first step in preparing the Downtown Parking Action Plan (see Task 5) will be to review existing materials and conduct an in-depth Operational Needs Assessment. DIXON will meet with City staff and key stakeholders on-site to review current processes and identify future needs. We will evaluate the City's parking program with an emphasis on technology, staffing, and organizational requirements across core functional areas such as finance, asset management, operations, maintenance, and workforce management.

In addition to performing the Operational Needs Assessment during the first site visit, DIXON will begin the public outreach process by engaging community stakeholders and conducting Stakeholder Meeting #1, as described in the Public Outreach and Stakeholder Engagement Plan (see Task 3).

### **Task 2. Deliverables**

- DIXON will examine all relevant materials, current vendor agreements, and strategic planning documents in order to prepare for the on-site assessment.
- DIXON will conduct an initial on-site Operational Needs Assessment (Site Visit #1, up to two days). Our team will meet with representatives from various departments that are responsible for aspects of parking management such as the Department of Transportation, Finance Department, Community Development, Public Works, Police Department, and/or the City Manager's Office to discuss ways to improve the current program. Meetings with internal City staff that manage elements of the parking program will allow DIXON to understand the variety of departmental services and needs.
- DIXON will conduct ride-alongs and stakeholder interviews to identify areas of improvement and develop recommendations for future consideration.
- DIXON will complete a review of the technologies currently utilized for on-street and off-street parking, including meter and enforcement technologies.
- DIXON will incorporate findings from the Operational Needs Assessment into the Downtown Parking Action Plan (see Task 5). DIXON will discuss the findings with the City and notify staff of any immediate or urgent opportunities so the City may begin addressing them before the completion of the Downtown Parking Action Plan if needed.

## **Task 3. Public Outreach and Stakeholder Engagement**

Stakeholder engagement and communications are one of DIXON's specialties. Each one of our municipal projects introduces an element of stakeholder engagement. Input from city staff, external stakeholders, advisory groups, and decision makers are a critical part of any municipal program.

Parking is typically the first and last experience for patrons visiting a destination. In many cases, the overall perception held by residents and visitors is defined by their parking experiences. Our

recommendations thrive when we are able to guide City staff through the stakeholder engagement process in order to solicit meaningful feedback and keep the public informed about upcoming policy changes.

In addition to our direct involvement with staff, stakeholders, advisory groups, and decision makers, DIXON utilizes other opportunities to involve the community including Field Intercept Interviews, Web Survey Tools, Knock-and-Talk Surveys, customized Focus Groups, and Community Meetings. Each project is unique, so we develop a Public Participation Plan based upon localized needs. We view each stakeholder meeting as an opportunity to develop our skills and apply lessons learned from past projects.

As described above, we are committed to maintaining a local presence within the communities where we work, and we carefully design our approach to community outreach in order to maximize participation by downtown residents, business owners, employees, visitors, and property developers who have a stake in the future parking program. In addition to online surveys, we provide our customers with hands-on strategies that directly engage business owners and encourage and promote productive discussions. These efforts often involve presentations at City Council meetings.

During each one of our projects, especially during the planning stage and/or Operational Needs Assessment, meetings with internal stakeholders often include representatives from various City departments. We continue to engage many of these voices throughout the duration of our projects.

### **Task 3. Deliverables**

- DIXON will formalize the public outreach and stakeholder engagement strategy (presented above) into a Public Participation Plan for staff comment and approval.
- As part of the Public Participation Plan, DIXON will conduct at least one (1) on-site stakeholder meeting during the initial site visit. Other on-site stakeholder outreach can be included if time allows. The site visit schedule will be determined in coordination with the City. In addition, DIXON will conduct up to two (2) virtual public outreach meetings. In coordination with City staff, these meetings will be a chance to solicit input from interested stakeholders and share project details in advance of public hearings to consider adoption of the draft recommendations.
- DIXON will meet with City staff as needed throughout the duration of the project to discuss potential recommendations and refine the approach within the Downtown Parking Action Plan.
- If desired by the City, DIXON will conduct one (1) City Council work session or workshop to discuss potential recommendations. At the conclusion of the project, DIXON can also present final recommendations at another City Council meeting to facilitate the acceptance of the Downtown Parking Action Plan (as included in Task 5).

- At the conclusion of the stakeholder engagement process, DIXON will provide sign in sheets, meeting notes, and meeting action items.

#### **Task 4. Municipal Code Review**

DIXON will conduct a thorough Municipal Code Review to determine adjustments/red-line edits that will “future-proof” code language to prepare the City for the implementation and management of new parking policies. Our extensive experience working with cities around the country will allow us to identify potential issues and address gaps in the existing code. Drawing from previous experience, we will compile all relevant code sections and provide a revised version for consideration. This will include instances where the City may be able to simplify municipal language to improve program efficiency.

#### **Task 4. Deliverables**

- DIXON will prepare a draft of proposed municipal code updates, to be shared with City staff, and ultimately incorporated into the Final Downtown Parking Action Plan.

#### **Task 5. Downtown Parking Action Plan**

Upon the completion of the Operational Needs Assessment, DIXON’s primary goal will be to develop a Downtown Parking Action Plan that addresses the City’s holistic parking challenges. The Plan will present a series of parking strategies organized by near, medium, and long-term planning horizons with an emphasis on-street parking, off-street parking, and the overall parking operation. Recommendations will be organized by phase with a list of detailed implementation steps, highlighting any required follow-up actions and rough cost ranges.

As part of this process, DIXON will design recommendations to address the City’s specific parking challenges with the goal of having an immediate impact on the City’s parking management operation. We emphasize the difference between an action plan and a traditional management plan because our approach provides the City with a series of concrete steps to guide staff through project implementation and evaluate future opportunities. Our approach enhances a traditional management plan by laying out step-by-step guidelines specifically designed for the City’s parking system.

All recommendations developed during the project will be incorporated into a Draft Downtown Parking Action Plan Report. These recommendations will include the following:

- A complete review of the current technologies being utilized for the parking program, including meter and enforcement technologies. DIXON will provide recommendations for additional infrastructure and technology to support the overall parking system.
- Policies, regulations, rates, practices, and strategies will be recommended for on-street and off-street parking areas individually and for the integration of these areas within the existing parking system;

- Rate structures will take into consideration long-term capital improvements and best-practice recommendations;
- Enforcement staffing, beats/routes, policies, and technologies that may optimize the enforcement program. Recommendations may include any citation and permit management enhancements and procedural adjustments to support both current and future initiatives;
- Staffing resources needed to support the implementation of recommendations;
- Recommendations to potentially leverage public-private agreements to support parking demand. DIXON has extensive experience structuring shared parking agreements, and we understand the practical and political realities of negotiating a community of diverse stakeholders.
- Parking demand management recommendations to maximize the use of existing and future parking supply. Potential phased adjustments to time limits, hours of operation, operating days, and paid parking rate models will be considered to address the City's overall objectives and priorities;
- Employee parking requirements, including considerations for potential permit programs, affordable service worker permits, and other options for the overall management of employee parking;
- Residential and overnight parking management opportunities, including potential permit and incentive programs for the areas surrounding the downtown core;
- Incentive programs and strategies to maximize the use of alternative modes of transportation;
- General wayfinding recommendations that improve guidance to parking options;
- Ongoing education and outreach strategies to continually solicit stakeholder feedback and ensure that the community is adequately informed and prepared for upcoming and future program adjustments; and,
- Ongoing data collection opportunities that will facilitate future data-driven decisions and improve transparency of the parking operation.

#### **Task 5. Deliverables**

- Based on the recommendations identified and evaluated throughout the project, DIXON will prepare a Draft Downtown Parking Action Plan that presents a series of parking strategies broken down by near, medium, and long-term planning horizons. Recommendations in the Plan will support the City's overall parking program, including off-street parking systems, on-street parking systems, policy and municipal code updates, staffing and organizational changes, and best practices.
- DIXON will circulate the draft report for staff comment.
- DIXON will incorporate staff comments so that a public review draft can be prepared and circulated to the general public.

- DIXON will present the Draft Downtown Parking Action Plan to City Council during a City Council meeting or workshop (virtual presentation or Site Visit #2).
- Based upon input received from the City Council, staff, and through public workshops/outreach efforts, DIXON will revise and finalize the Downtown Parking Action Plan for formal acceptance by City Council. This could include a final presentation to City Council (virtual presentation or Site Visit #3).

## Task 6. Rapid LPR Tool

DIXON's Rapid LPR Tool offers an accurate and cost-effective option that utilizes the City's mobile LPR data to gain insight into the overall performance of the program. The Tool can assess parking occupancy and turnover down to the block face level. Rather than investing in dedicated data collection methods that are expensive and under representative, we utilize the information that is already available to you. DIXON can convert your ongoing LPR data and create exportable dashboards that will reflect up-to-date parking conditions. We can provide visualizations of parking occupancy and turnover so you can remain smart and adaptive for important policy decisions. The Tool can also monitor parking enforcement efficiency and optimize enforcement resources by identifying locations that require monitoring.

DIXON's LPR reporting tool provides valuable occupancy and turnover analysis by leveraging existing Mobile LPR data. Project deliverables have been divided into two tasks:

- Task 1. Project Setup: DIXON will utilize the project setup completed as part of the previous data collection and analysis effort for the City to reduce the cost of the setup. This includes using downtown on-street inventory that has been collected, driving routes that have been developed, and established zones and subzones. The initial set up includes project costs for the kickoff meeting to define project and data objectives. The study area includes the City's downtown on-street parking locations and two paid surface lots. This task will build upon previous efforts already accomplished for portions of on-street parking areas in the City to enable cost-effective quarterly reporting.
- Task 2. Quarterly Reporting (Downtown Core): Parking data reports will be run quarterly to reflect up-to-date parking conditions within designated collection areas, which includes over 240 on-street block faces and two paid surface lots. PDF reports displaying collection dates and various occupancy and turnover tables/charts will be provided to satisfy project and data objectives. Reports can be provided for any requested date range or relevant portion of the data set as needed, with features including detailed occupancy and turnover comparisons, geo-referenced heat maps, sweep reports, and historical summaries by location. Filters can be customized to

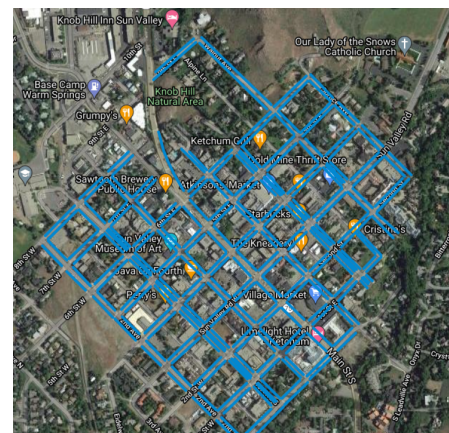


Figure 1: Downtown Core Study Area

target specific inventory and drill down into on-street locations as needed. Depending on feasibility, additional dashboard customization may be available upon request.

#### **Task 6. Deliverables**

- DIXON will build upon previous work completed for project setup of the Rapid LPR Report and filters will be customized to target specific inventory and drill down into on-street locations as needed.
- DIXON will coordinate with the City's existing LPR vendor to pull in recently collected LPR data. DIXON will process the LPR data to provide quarterly PDF reports displaying collection dates, and various occupancy and turnover tables/charts will be provided to satisfy project and data objectives.
- (Optional) Additional reports can be provided for any requested date range or relevant portion of the data set as needed, with features including detailed occupancy and turnover comparisons, geo-referenced heat maps, sweep reports, and historical summaries by location. Additional reports are out of scope for this project and will be invoiced separately (pricing outlined in the cost table below).

## Cost Proposal

DIXON will work at the City’s direction to provide on-call support services to address the City’s evolving priorities and ongoing needs related to the menu of services described above. DIXON will provide on-call support according to the labor rates presented below, and will not proceed with any specific tasks prior to receiving verbal or written authorization from the City.

This initial budget will enable DIXON to begin working on Tasks 1-6, but additional budget will need to be added as the project continues in order to complete the entire Scope of Work. This is intended to be a starting point, and this cost proposal is based upon a Time & Materials (T&M) approach to ensure that the project is managed in the most cost-effective and efficient manner. The budget amounts include all required travel or related expenses, which are based upon GSA standards and will be billed per requirements and guidelines. Our terms are negotiable, adaptable and can be customized based upon the City’s priorities. The bill rate schedule for each job classification is provided below:

Classification	Labor Rate Per Hour
DIXON Principal Consultant	\$225/hour
DIXON Senior Associate	\$175/hour
DIXON Associate	\$145/hour
DIXON Junior Associate	\$105/hour

Description	Not to Exceed
On-Call Support Services (Tasks 1-6)	\$25,000